

~~CONFIDENTIAL~~

11 February 1963

MEMORANDUM FOR: Deputy Director (Intelligence)
Deputy Director (Plans)
Deputy Director (Research)
Deputy Director (Support)

SUBJECT : Fitness Reports

1. You are aware of my concern about our Fitness Reporting system and my determination that we must improve our performance in preparing timely and meaningful reports. I shall expect you to give your personal attention to doing so in your components.

2. I have instructed the Director of Personnel to develop and to put into effect such mechanical controls and quality reviews as are necessary to identify delinquencies or deficiencies in the operation of our Fitness Reporting system. He will institute immediately procedures for notifying you of any overdue reports in your components which are 60 days or more delinquent and will notify me of those which are delinquent 90 days or more. As you know, I intend to issue a formal reprimand to the official responsible for any report in the 90-day delinquency group unless acceptable reasons have been given for delaying the report.

3. Immediate and substantial improvement in the preparation of reports when they are due and in full compliance with the technical instructions which accompany the form is but a first step. I regard its accomplishment to be largely a matter of good supervisory discipline. Our second step will be to improve the quality and integrity of these reports and to bring about a high degree of consistency in the application of the rating standards provided in the Fitness Report form. This will not be an easy task and its accomplishment will require that you exercise command leadership in establishing and applying appropriate monitoring techniques in your components. While I expect the Director of Personnel to provide staff leadership in this area, I shall look to you to take the initiative in developing this program in your component and shall expect an early report of your progress in doing so.

/s/

Marshall S. Carter
Lieutenant General, USA
Deputy Director

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